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Report of UNDP on the recommendations of the Joint Inspection Unit in 2014

Summary

In 2014, the Joint Inspection Unit issued one note and seven reports containing 77 recommendations (at the time of the present report). Of those, one note with four recommendations and four reports with 25 recommendations are directed at UNDP. They include five recommendations addressed to the Executive Board as the governing body of UNDP. In line with General Assembly resolution 59/267 of 23 December 2004, and as reiterated in resolution 62/246 of 3 April 2008, the present report provides a synopsis of management responses to the recommendations and draws attention to the recommendations directed to the legislative bodies of United Nations system organizations. The present report includes an update of the status of implementation of the recommendations contained in reports issued in 2013 and 2012. In accordance with the wishes of the Executive Board and with the emphasis of the United Nations system on simplification and harmonization, the present report was prepared in a format developed jointly with UNFPA.

Elements of a decision

The Executive Board may wish to take note of the present report, including the management response to the seven recommendation of the Joint Inspection Unit intended for consideration by the Executive Board (see annex II).

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I. Overview of Joint Inspection Unit reports issued in 2014

1. The present report provides a summary of UNDP management responses to 25 recommendations of the Joint Inspection Unit specifically relevant to UNDP (out of 77 recommendations contained in the reports issued by the unit in 2014), as well as the implementation status of relevant recommendations issued in 2013 and 2012. It draws attention to recommendations made by the Unit in 2014 for consideration by the governing body of UNDP, and to the proposed management response (see annex II). A full listing of reports and notes from the Joint Inspection Unit, and details of its recommendations – including background information about the mandate and work of the Unit – are available at https://www.unjiu.org/en/reports-notes/Pages/Reports-and-Notes.aspx.

2. One note and four reports issued in 2014 (at the time of the present report) contain 25 recommendations that are of direct relevance to UNDP. They are: (a) use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations (JIU/NOTE/2014/1); (b) an analysis of the resource mobilization function within the United Nations system (JIU/REP/2014/1); (c) capital/refurbishment/construction projects across the United Nations system organizations (JIU/REP/2014/3); (d) post-Rio+20 review of environmental governance within the United Nations system (JIU/REP/2014/4); and (e) contract management and administration in the United Nations system (JIU/REP/2014/9).

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations in 2014

3. The management responses to the relevant recommendations in the note and reports are provided below. Annex I contains a statistical summary of reports issued by the Joint Inspection Unit in 2014, and annex II contains management responses to recommendations directed to the Executive Board as the governing body of UNDP.

A. Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations (JIU/NOTE/2014/1)

4. The note entitled 'Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations' delivers a system-wide comparative analysis of overall policies and practices, based on the actual, versus the desirable, use of staff retained and retirees rehired and identifies commonalities and differences, as well as good practices that could be replicated and harmonized across the system.

5. UNDP welcomes the note and the analysis of the use of retirees and the retention of staff beyond the mandatory age of separation (MAS) at United Nations organizations in the context of diverse organizational needs, as well as the efforts invested in identifying good practices for harmonization across the system.

6. Four of the five recommendations issued are of relevance to UNDP. Recommendations 2, 3, 4 and 5 are directed to the Administrator for consideration.

7. With respect to recommendation 2, the UNDP policies and frameworks on talent management and succession planning that are in the pipeline will capitalize on the knowledge and experience of staff due to retire and of retirees when rehired through structured coaching and mentoring programmes.

8. With respect to recommendation 3, the UNDP policy that is already in place guides the organization and provides a set of strict criteria as well as the governance and oversight mechanism for exceptional retention of staff beyond MAS. Work is

being undertaken to further enhance the accountability provisions, the delegation of authority and clarification of criteria for exceptional extensions beyond MAS.

9. Concerning recommendation 4, the current UNDP policy has the provisions to ensure:

(a) limitation of cases of a large number/proportion of staff retained beyond MAS and retirees rehired to exceptions which are fully justified and regularly monitored and reported to the Executive Board;

(b) that their employment in senior executive and General Service positions is restricted to instances when needs cannot be met by current staff, and that they are rehired as consultants, when applicable, with due regard to the specific needs of UNDP.

These provisions will be further strengthened in forthcoming revisions of the policy.

10. Regarding recommendation 5, succession planning, timely advertisements and speedier recruitments continue to be priorities in UNDP talent management initiatives, as evidenced by the revision of the Recruitment and Selection Framework, the launch of a new e-Recruit platform and others.

B. An analysis of the resource mobilization function within the United Nations system (JIU/REP/2014/1)

11. The report of the Joint Inspection Unit entitled 'An analysis of the resource mobilization function within the United Nations system' presents an overview of voluntary funding modalities used in United Nations system organizations, and examines the policies, practices and strategies used to manage these contributions, which the report characterizes as an activity increasingly relevant to all United Nations entities. The aim of the report is to: (a) map out the existing resource mobilization strategies/policies; (b) identify experience and good practices related to their implementation; (c) explore the coordination within and among entities in their headquarters locations and in the field; (d) review the functioning and staffing of resource mobilization units/offices; and (e) seek to understand the perspective of major Member State contributors.

12. Four of the five recommendations issued are of relevance to UNDP. Recommendations 4 and 5 are directed to the Administrator, and recommendations 1 and 2 are directed to the Executive Board for consideration.

13. With respect to recommendation 4, risk management and due diligence processes for resource mobilization are in place and contained in the UNDP Programme and Operations Policies and Procedures (POPP). Managing the risks of engagement with the private sector falls within this policy and the risks that are identified are included in risk logs. UNDP adopts a proactive approach to managing the additional risks that arise from engaging with the private sector, with additional guidance of policies and procedures, including due diligence, on the collaboration to assist staff to understand the risks to UNDP specifically engaging with the private sector. This guidance and a Risk Assessment Tool were developed for this purpose, enabling staff to be aware of potential threats as well as opportunities with regard to partnering with the private sector. Sound judgments can thus be made as to whether to proceed with particular engagements, with a view to crafting appropriate risk mitigation plans where necessary. Due diligence reviews are not performed by the same individuals responsible for fundraising.

14. With respect to recommendation 5, UNDP actively promotes common reporting formats for its partners, and reporting templates that comply with the International Public Sector Accounting Standards (IPSAS) have been shared with Member States. However, today's challenging funding environment and the need for donors to

provide greater justification to their parliaments and constituents has led to a need for more information, often in proprietary formats. The need for such specific reporting formats with both due diligence and assessment requirements are reflected in UNDP bilateral framework arrangements with Member States. Donors are aware that this leads to greater transactions costs, particularly for highly earmarked funds, and UNDP continues to advocate for common reporting on results.

C. Capital/refurbishment/construction projects across the United Nations system organizations (JIU/REP/2014/3)

15. The report of the Joint Inspection Unit entitled 'Capital/refurbishment/construction projects across the United Nations system organizations (JIU/REP/2014/3)' examines the practices, procedures and modalities used by United Nations organizations for the refurbishment and construction of administrative buildings. The report presents key lessons learned from capital/refurbishment/construction projects across the United Nations system organizations, with the objective of disseminating best practices and providing recommendations that will enhance efficiency, effectiveness, control and accountability in project management as well as system-wide coordination and cooperation. With a focus on major projects within the past 15 years, the report includes four recommendations, directed at legislative bodies, executive heads and the Secretary-General as Chair of the United Nations System Chief Executives Board for Coordination (CEB), and offers 19 best practices to follow during these types of projects.

16. UNDP finds the report of the Joint Inspection Unit to be comprehensive and useful. UNDP welcomes the recommendations provided in the report as these could serve as best practices for future major capital/refurbishments/construction projects for administrative buildings. UNDP wishes to point out that, in principle, UNDP does not sign contracts with construction companies directly but works through specialized United Nations agencies instead. For this reason, UNDP has developed standard templates for memorandums of understanding (MOUs) with UNOPS and the United Nations Development Group (UNDG) Executive Committee agencies (UNDP, UNFPA, United Nations Children's Fund, World Food Programme); one between UNOPS and UNDP; and one between UNDP and participating agencies. Exceptionally with approval of senior management, when it has to sign contracts directly with a construction company, UNDP has established tight monitoring and oversight mechanisms. In addition, UNDP has standard MOUs for such cases. Both types of agreements have been coordinated and agreed by the UNDG Task Team on Common Premises. UNDP actively participates in the Task Team mechanism for common premises and United Nations House projects.

17. Three of the four recommendations issued are of relevance to UNDP. Recommendations 1 and 4 are directed to the Administrator, and recommendation 2 is directed to the Executive Board for consideration.

18. UNDP welcomes and accepts recommendation 1. UNDP monitors and reports on project implementation (including on projects for refurbishment and construction of administrative buildings) through its corporate Enterprise Resource Planning (ERP) system (Atlas) and specifically through the Atlas Asset Management Module which periodically records and updates acquisitions for plant, land and buildings, assets under construction and leasehold improvements.

19. UNDP welcomes and accepts recommendation 4. In its implementation, UNDP is guided by the POPP, the centralized online resource of UNDP Regulations, Rules, Policies and Procedures, as well as prescriptive content on programming and operational requirements. The 19 best practices presented in the report of the Joint Inspection Unit, grouped under the three categories of pre-planning, planning and

executing and completing, match the UNDP project life-cycle management approach which comprises the following elements: justifying a project; initiating a project; implementing a project; and closing a project.

D. Post-Rio+20 review of environmental governance within the United Nations system (JIU/REP/2014/4)

20. The report of the Joint Inspection Unit entitled 'Post-Rio+20 review of environmental governance within the United Nations system (JIU/REP/2014/4)' seeks to assess how United Nations system organizations promote policy coherence, improve efficiency, reduce unnecessary duplication and enhance coordination of and cooperation on activities among the United Nations system entities, and how the systemic consolidation of strategies in the environmental sector is occurring within the context of the institutional framework for sustainable development.

21. Three of the 13 recommendations issued are of relevance to UNDP. Recommendations 5, 11 and 12 are directed to the Administrator for consideration.

22. UNDP welcomes and fully concurs with recommendation 5. UNDP notes, however, that responsibilities for supporting technical and scientific panels and committees in the field of environment lie primarily with the normative arms of the United Nations system, with UNDP serving in some cases in an observer capacity. UNDP commits to implementing the policy and guidelines proposed by the CEB in line with this relatively limited role of UNDP in such technical and scientific panels and committees. UNDP is already implementing its own internal policies relevant to conflict of interest which could be used to help inform the work of the Secretary-General in developing the common policy. These include: the UNDP 'Policy for the Financial Disclosure Programme and Declaration of Interest Statements' of November 2012; and United Nations Staff Regulation 1.2 (o), reissued under UNDP/ADM/2002/58, which prohibits UNDP staff members from engaging in any outside activities or employment, whether remunerated or not, without the approval of the Administrator.

23. UNDP takes note of recommendation 11: "The Secretary-General, after consultation with the executive heads of member organizations of the CEB in his capacity as its Chair, should submit to the UNEA [United Nations Environment Assembly] of [United Nations Environment Programme] UNEP and the high-level political forum on sustainable development, for approval, proposals for a system-wide framework of measuring and monitoring resources required for the implementation of environment protection and sustainable development within the United Nations system organizations."

24. UNDP has the following comments:

(a) UNDP welcomes efforts and proposals which would result in improved coordination and aggregate measurement and reporting of resources across the entire spectrum of United Nations system organizations working on the environmental dimensions of sustainable development. UNDP agrees and is strongly committed to the need for effective and comprehensive results-based management in United Nations organizations. This is an issue in which UNDP has invested heavily, including through the work of the UNDG Programming Group, as well as in its own reporting systems, such as the Integrated Results and Resources Framework developed for its Strategic Plan, 2014-2017;

(b) UNDP has consistently maintained that there is a need to address sustainable development across its three social, environmental and economic dimensions, and that the breadth of issues encompassed by sustainable development lies beyond the environmental mandate of UNEA. Recommendation 11, however, conflates 'environment' and 'sustainable development' as one issue, with paragraphs 140-158

in the report seeming to use the terms interchangeably. UNDP submits, therefore, that it cannot be proposed that the UNEA be the body which approves system-wide frameworks for measuring and monitoring resources required for the implementation of sustainable development. The General Assembly has not given UNEA any formal decision-making authority over and above the existing mandate of UNEP or the Governing Council it has replaced (see in particular General Assembly resolutions 67/251 of 13 March 2013 and 2997 (XXVII);

(c) Under current arrangements, the primary United Nations bodies which review and advise on matters concerning financial plans and budgets and assist in providing oversight thereon include:

(i) the Advisory Committee on Administrative and Budgetary Questions;

(ii) the Fifth Committee of the General Assembly, which is responsible for administrative and budgetary matters;

(iii) the Executive Board of UNDP.

Implementation of recommendation 11 would result in a fundamental, costly and unnecessary recalibration of these accountability and governance arrangements if UNEA and the high-level political forum on sustainable development were instead to be the bodies which are to 'approve' mechanisms for monitoring and reporting on resources. Implementation of recommendation 11 would also be inconsistent with relevant resolutions of the General Assembly regarding the role and mandate of UNEA and inconsistent with the role and mandate of the high-level forum (see in particular General Assembly resolution 67/290 of 9 July 2013). The Assembly would need to revisit and potentially revise the above accountability and responsibility arrangements should recommendation 11 be implemented in the way proposed;

(d) UNDP considers that any recommendation to improve the measurement and reporting of resources needs to be cognizant of and be anchored in country-led national processes which are coordinated by United Nations country teams (UNCTs) and the Resident Coordinator system. UNDP has consistently maintained that decisions regarding the use of resources at the country level should be based on country demand and principles of national ownership. A more 'top-down', supply-driven approach which does not work with and build on these processes and principles is unlikely to be successful;

(e) UNDP suggests that the desired outcome of improved measurement and reporting of resources for environmental issues in the United Nations system can be achieved without compromising existing governance mechanisms, national-led processes or broader sustainable development initiatives more generally. UNDP stands ready to work with the Environment Management Group, UNEA, the high-level political forum and other bodies as relevant, to better coordinate and improve initiatives in this area and address the concerns noted in the report.

25. UNDP welcomes and fully supports recommendation 12 and related efforts to strengthen the environmental dimensions of sustainable development at the country level by improving the UNDG coordination process.

26. UNDP has the following comments:

(a) All efforts to support the ability of the UNCT to support environmental issues are welcomed, including through the recommendation's proposal for: (i) an outreach and training policy; (ii) the establishment of capacity-building in the UNCT; and (iii) dissemination of the UNDG guidance notes on mainstreaming environmental sustainability into the United Nations Development Assistance Framework (UNDAF) process;

(b) UNDP has already contributed to the development of UNDG guidelines on 'Mainstreaming Environmental Sustainability in Country Analysis and the UNDAF', 'Integrating Climate Change Considerations in the Country Analysis and the UNDAF', and 'Integrating Disaster Risk reduction into the [Common Country Assessment] CCA and UNDAF'. UNDP has distributed these guidelines and outcomes of major conventions and meetings through what is now the UNDG Programming Working Group, the RR-Net and similar networks. These reports include: the UNDP–Department of Economic and Social Affairs Rio+20 global synthesis report which was prepared by drawing on over 50 national reports assessing environmental mainstreaming at the country level; 'What drives institutions to adopt integrated development approaches? The poverty-environment nexus and analysis of country evidence from the UNDP-UNEP Poverty-Environment Initiative'; and 'Breaking Down the Silos: Integrating Environmental Sustainability into the post-2015 Agenda';

(c) As co-chair of the UNDG Sustainable Development Working Group, UNDP is already contributing to plans to support the implementation of the post-2015 agenda, including the mainstreaming of its environmental dimensions. Through the UNDG Programming Working Group, UNDP will continue to support the updating and revisions of guidelines on mainstreaming environment into the UNDAF;

(d) UNDP also fully supports all efforts to operationalize the above-mentioned policy and will continue to work with the UNDG and other United Nations system mechanisms to develop the tools and resources needed to capacitate effective implementation of this recommendation. These include efforts to facilitate the effective participation and contribution of specialists and experts of UNEP and multilateral environmental agreements (MEAs), as well as the active use of sectoral experts of specialized agencies, funds and programmes who have environmental knowledge and expertise, working under the guidance of the Resident Coordinator;

(e) UNDP is already working closely with UNEP to support in-country processes around the development of UNDAFs and UNCT support to countries to meet their obligations under the MEAs, including in areas of climate change adaption and mitigation, and inclusive green economy approaches.

E. Contract management and administration in the United Nations system (JIU/REP/2014/9)

27. The report of the Joint Inspection Unit entitled 'Contract management and administration in the United Nations system (JIU/REP/2014/9)' analyses how the organizations of the United Nations system manage contracts for goods and services after award, with a view to identifying good practices and lessons learned, exploring areas for further improvement and enhancing coherence system-wide.

28. UNDP welcomes the report and the efforts invested in identifying good practices and lessons learned from United Nations system contract management and administration. UNDP sees a need for post-award oversight on the part of the Advisory Committee for Procurement (ACP) after contract approval but prior to contract signature, so as to ensure that ACP recommendations and UNDP policies have been followed in the final contract to be signed. As part of contract clearance and for capacity and risk management purposes, UNDP will introduce changes to its POPP for complex and high-value contracts, under which the regional ACP recommends that the UNDP country office or business unit needs to submit the final contract documents to the regional ACP chairpersons after negotiations and prior to their signature for clearance, as needed if changes have been made.

29. Of the 12 recommendations issued, 11 are of relevance to UNDP. Recommendations 2, 4, 5, 6, 7, 8, 9, 10 and 11 are directed to the Administrator,

while recommendations 1 and 3 are directed to the Executive Board for consideration.

30. With respect to recommendation 2, which states that UNDP must declare annually that the execution of contracts has been in full compliance with the organization's policies, procedures and rules, this is addressed through the UNDP financial statements process (noting that UNDP received unqualified audit opinions for its 2012 and 2013 IPSAS-compliant financial statements), including through the management representation letter to the United Nations Board of Auditors.

31. Concerning recommendation 4, UNDP has assessed and is evaluating options to optimize the provision of procurement services to UNDP projects. This includes contract management. Regional procurement advisers and specialized procurement hubs are being established to manage large contracts and ensure best value for money and the achievement of the organization's objectives.

32. Regarding recommendation 5, UNDP has already in place an internationally recognized course in contract management under the UNDP procurement certification courses, which are accredited by the Chartered Institute of Purchasing and Supply (CIPS), thus assuring compliance with high international qualification standards as well as offering participants access to a global community of procurement professionals. All content of procurement certification courses at introductory (Level 2), advanced (Level 3) and diploma (Level 4) levels is tailored to reflect common United Nations and public procurement rules, policies, practices and procedures, and thus offers a unique qualification system customized to United Nations and public procurement requirements. The course in contract management is available to UNDP staff in addition to UNDP/CIPS Levels 2, 3 and 4. In 2014, 3,000 staff were trained across the United Nations system. Efforts to make this training a mandatory part of the 'on boarding' of project and procurement managers would be beneficial.

33. With respect to recommendation 6, UNDP agrees that contract management is an integral part of project management and should be a criterion on which project and other contract managers are evaluated at UNDP country offices.

34. UNDP agrees with recommendation 7 and will be launching a 'Procurement Forecasting and Delivery' policy and management tool in 2015. This policy includes a key risk management component and is linked to the UNDP contract management policy, which defines the roles and responsibilities of staff managing contracts.

35. Regarding recommendation 8, UNDP already has in place a 'Vendor Performance' Policy as part of the standard operating procedures which require that at the point of final payment, a vendor performance evaluation should be carried out. Training and monitoring may be carried out by country offices to enhance compliance.

36. With respect to recommendation 9, UNDP already has in place the ACP online monitoring system, which allows the monitoring of all high-value contracts, and a specific, independent review is required when contracts exceed an increase of 20 per cent or $50,000, whichever is less.

37. Concerning recommendation 10, UNDP already has in place liquidated damages clauses which are included in the solicitation templates such as those for Request for Proposal and Invitation to Bid, with sufficient guidance on how to apply these clauses.

38. Regarding recommendation 11, UNDP already has in place a contracts management module in its corporate ERP system (Atlas) which is being activated. However, given the huge volume of contracts annually, it will be more cost efficient

and effective to use the contract management module for tracking significant, high-value contracts.

III. Status of UNDP implementation of Joint Inspection Unit recommendations in 2012-2013

39. In accordance with General Assembly resolution 60/258 of 8 May 2006, in which the Assembly requested the Joint Inspection Unit to enhance dialogue with participating organizations and thereby strengthen the implementation of its recommendations, the implementation status of relevant recommendations contained in reports issued in 2013 and 2012 are reported in annexes III and IV to the present report.

40. UNDP has pursued or implemented 92 per cent of the 24 relevant recommendations issued by the Joint Inspection Unit in 2013. Of the 40 relevant recommendations issued in 2012, 63 per cent have been implemented or are being pursued. UNDP is committed to following up on the implementation of the remaining relevant recommendations.

Annex I
Summary of reports and notes issued by the Joint Inspection Unit in 2014

Document symbol	Title of report	Total number of recommendations issued	Total number of recommendations relevant to UNDP	Number of recommendations directed to the Executive Board
JIU/NOTE/2014/1	Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	5	4	0
JIU/REP/2014/1	An analysis of the resource mobilization function within the United Nations system	5	4	2
JIU/REP/2014/3	Capital/refurbishment/ construction projects across the United Nations system organizations	4	3	1
JIU/REP/2014/4	Post-Rio+20 review of environmental governance within the United Nations system	13	3	0
JIU/REP/2014/9	Contract management and administration in the United Nations system	12	11	2
Total		**39**	**25**	**5**

Reports of the Joint Inspection Unit not issued at the time of writing the present report

Analysis of the evaluation function in the United Nations system (JIU/REP/2014/6) was issued too late to be included in the present report.

Use of non-staff personnel and related contractual modalities in the United Nations system organizations (JIU/REP/2014/8) was issued too late to be included in the present report.

Reports of the Joint Inspection Unit issued in 2014 but not relevant to UNDP

Review of Management and Administration in the World Intellectual Property Organization (WIPO) (JIU/REP/2014/2)

Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization (JIU/REP/2014/5)

Review of Management and Administration of the Office of the High Commissioner for Human Rights (OHCHR) (JIU/REP/2014/7)

Annex II
Review of relevant Joint Inspection Unit recommendations in 2014 for consideration by the Executive Board

Recommendations	Remarks
An analysis of the resource mobilization function within the United Nations system (JIU/REP/2014/1)	
Recommendation 1 The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates	*Agreed and implemented.* UNDP agrees with this recommendation. In follow-up to the request of the Executive Board in 2014, UNDP presented its resource mobilization strategy and the key elements of its new funding framework to the Board at the first regular session of 2015. The new funding framework will become operational in 2016. UNDP also agreed to continue to engage with Member States on new funding streams, including incentives and mechanisms for a more stable and predictable resource base and to hold structured dialogues during the Board's second regular session of 2015 to monitor and follow up on predictability, flexibility and alignment of resources.
Recommendation 2 The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request Member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.	*Agreed.* UNDP agrees with this recommendation. However, despite calls for predictable, long-term quality funding for the organization to perform effectively and efficiently, the predictability of core and non-core resources and the high levels of earmarking of funds remains a challenge. Very few Member States have committed to multi-year predictable funding to UNDP, an approach that the organization is actively advocating.
Capital/refurbishment/construction projects across the United Nations system organizations (JIU/REP/2014/3)	
Recommendation 2 Taking into account the high cost and high risk of capital/refurbishment/construction projects, the legislative/governing bodies of the United Nations system organizations should exercise their monitoring and oversight role with regard to their respective projects on an ongoing basis, including during the pre-planning, planning, executing and completing phases, ensuring cost efficiency and the achievement of the overall goals of the projects.	*Agreed.* UNDP agrees with this recommendation but wishes to point out that UNDP does not have construction projects within the scope of the JIU report such as the Capital Master Plan. However, as the JIU report examines the practices, procedures and modalities of United Nations system organizations for the refurbishment and construction of administrative buildings, UNDP considers as relevant and follows the report's recommendations, as well as the 19 identified best practices in pre-planning, planning and executing and completing capital/refurbishment/construction projects. Nevertheless, should there be a project of the scope and scale of the Capital Master Plan, UNDP has established reporting mechanisms.
Contract management and administration in the United Nations system (JIU/REP/2014/9)	
Recommendation 1 The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.	*Agreed and under implementation.* UNDP agrees with this recommendation. UNDP has developed a new contract management policy which is in the final stages of review and consultation before it is launched and implemented across the organization.

Recommendation 3 The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.	*Agreed.* UNDP agrees with this recommendation. Contract management responsibilities are laid out in the job descriptions of relevant UNDP staff. Contract management is a cross-functional responsibility which is led by the programme and project staff at UNDP country offices.

JIU reports not issued at the time of the present report

Analysis of the evaluation function in the United Nations system (JIU/REP/2014/6) was issued too late to be included in the present report.

Use of non-staff personnel and related contractual modalities in the United Nations system organizations (JIU/REP/2014/8) was issued too late to be included in the present report

Annex III
Status of implementation of relevant Joint Inspection Unit recommendations issued in 2013

Document symbol	Title of report	Total number issued	Total number directed to UNDP	Implemented or ongoing (as at end-2014)	Partially implemented/ to be started (at end-2014)
JIU/NOTE/2013/1	Reference checks in the United Nations system organizations	2	1	1	0
JIU/REP/2013/1	Review of long-term agreements in procurement in the United Nations System	5	4	4	0
JIU/REP/2013/2	Records and archives management in the United Nations	6	6	4	2
JIU/REP/2013/3	Selection and appointment process for United Nations resident coordinators, including preparation, training and support provided for their work	3	2	1	0
JIU/REP/2013/4	Review of the management of implementing partners in United Nations system organizations	12	11	11	0
Total		**28**	**24**	**22**	**2**

Annex IV
Status of implementation of Joint Inspection Unit recommendations issued in 2012

Document symbol	Title of report	Total number issued	Total number directed to UNDP	Implemented or ongoing	Partially implemented/ to be started
JIU/REP/2012/2	The management of sick leave in the United Nations system	7	6	3	1
JIU/REP/2012/3	Evaluation of UN-Oceans	5	2	1	0
JIU/REP/2012/4	Staff recruitment in United Nations system organizations: A comparative analysis and benchmarking framework – Overview	4	3	Not applicable	Not applicable.
JIU/NOTE/2012/4	Flexible working arrangements in the United Nations system organizations	2	1	Not applicable	Not applicable
JIU/REP /2012/5	Review of individual consultancies in the United Nations system	13	12	10	1
JIU/REP/2012/8	Review of enterprise resource planning (ERP) systems in United Nations organizations	3	3	1	1
JIU/REP/2012/9	Lump-sum payments in lieu of entitlements	5	4	3	0
JIU/REP/2012/11	Financing for humanitarian operations in the United Nations system	8	5	5	0
JIU/REP/2012/12	Strategic planning in the United Nations system	5	4	2	0
Total		**52**	**40**	**25**	**3**